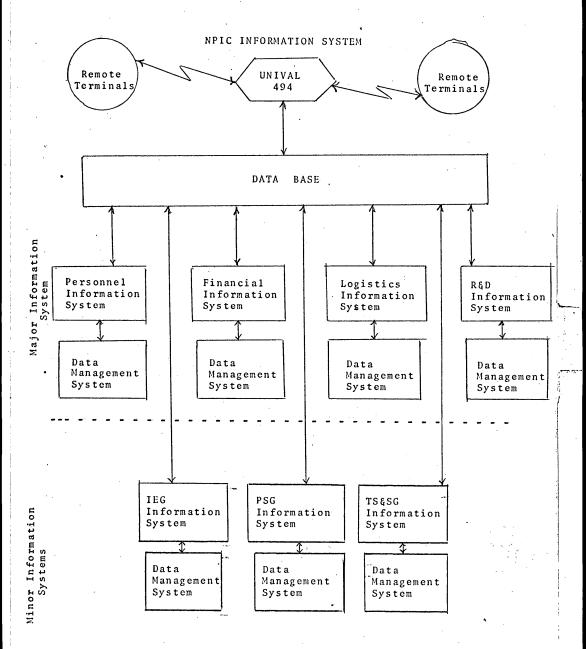
CRITERIA OF NPIC INFORMATION SYSTEM

- 1. Facilitate Planning and Control.
- 2. Provide Performance Measurement, Factors for all Measureable Functions.
- 3. Provide Information Requirements for Operational Control in all Areas of Management Structure.
- 4. Provide Information Essential for Development of Advanced Scientific Management Techniques.

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Strategic Planning:
the process of deciding on objectives of
the organization, on changes in the objectives, on the
gross resources used to attain these objectives, and on
policies that are to govern the acquisition and use of
these resources.

RESPONSIBILITY MATRIX (1)

	O/DIR	PB&BS	Groups	Divisions	Branches
IDENTIFICATION of a possible problem or opportunity					
ANALYSIS of the Situation					
DEFINITION of Possible course of Action		· /		-	
EVALUATION of a Possible course of Action					
SELECTION of Action to be taken					

- INFORMATION SYSTEMS REQUIRED
 1. Personnel Information System
 2. Financial Information System
 3. Logistics Information System

- 4. R&D Information System

Management Control:

the process by which managers assure that resources are obtained and used effectively and efficiently in the accomplishment of the organization's objectives. It combines both planning and control within the context of objectives and policies determined in the strategic planning process; effectiveness and efficiency are the criteria relevant for judging actions.

RESPONSIBILITY MATRIX (1)

IDENTIFICATION of a	O/DIR	PP&BS	Groups	Divisions	Branches
possible problem or opportunity				V 9	
ANALYSIS of the situation					
DEFINITION of Possible course of Action					
EVALUATION of a Possible course of Action		V			·
ELECTION of Action o be Taken					* * * * * * * * * * * * * * * * * * * *

INFORMATION SYSTEMS REQUIRED

- Personnel Information System
 Financial Information System
 Logistics Information System
 R&D Information System
 Group Information System 3.

Operational Control:

the process of assuring that specific tasks are carried out efficiently and effectively; emphasis upon execution of tasks.

RESPONSIBILITY MATRIX (/)

	O/DIR	PP&BS	Groups	Divisions	Branches
IDENTIFICATION of a possible problem or opportunity					i i i i i i i i i i i i i i i i i i i
ANALYSIS of the Situation		-		·	
DEFINITION of Possible course of action					
EVALUATION of a Possible course of action					
SELECTION of Action to be Taken			V		,

INFORMATION SYSTEMS REQUIRED

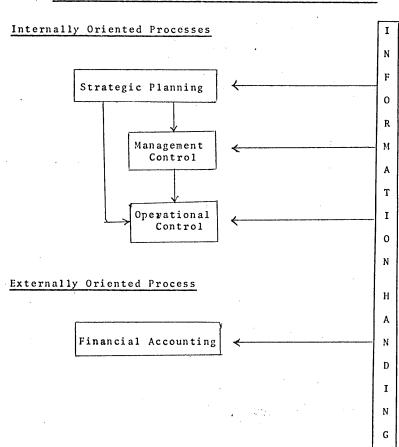
1. Group Information System

EXAMPLES OF ACTIVITIES IN A BUSINESS ORGANIZATION

INCLUDED IN MAJOR FRAMEWORK HEADINGS

Strategic Planning	Management Control	Operational Control
orracegie i i aming	Management Control	operacional control
Choosing company objectives	Formulating Budgets	
Planning the organization	Planning staff levels	Controlling hiring
Setting personnel policies	Formulating personnel practices	Implementing policies
Setting financial policies	Working capital planning	Controlling credit
Setting marketing policies	Formulating adver- tising programs	Controlling placement of advertisements
Setting research policies	Deciding on research projects	
Choosing new product lines	Choosing product improvements	
Acquiring a new division	Deciding on plant rearrangement	Scheduling production
Deciding on non- routine capital expenditures	Deciding on routine capital expenditures	
	Formulating decision rules for operational control	Controlling inventory
	Measuring, appraising, and improving man- agement performance	Measuring, appraising, and improving work- er's efficiency
•		**

PLANNING AND CONTROL PROCESSES IN ORGANIZATIONS



SOME DISTINCTIONS BETWEEN STRATEGIC PLANNING

AND MANAGEMENT CONTROL

Focus of plans On one aspect at a time Complexities Many variables Less complex Rhythmic; prescriprocedures Problem different Nature of information Nature of information Communication of information Purpose of estimates Persons primarily involved Mental activity Creative; analytical Mental activity Creative; analytical Planning and control Planning and control Policies and precedents On whole organization Less complex Rhythmic; prescriprocedures Integrated; more internal and historical; more accurate Relatively simple interval activity difficulty and the results Lead to desired results Line and top management Large Administrative; persuasive Social psychology Planning and control Planning dominant, but some control Tends to be long Find result Action within policies and precedents Action within policies and precedents				
Complexities Many variables Less complex Less complex Rhythmic; prescriprocedures Procedures Rhythmic; prescriprocedures Rhythmic; prescriprocedures Rhythmic; prescriprocedures Procedures Rhythmic; prescriprocedures Rhythmic; prescriprocedures Integrated; mofe internal and historical; more accurate Less accurate Communication of information Purpose of estimates Show expected results Persons primarily involved Number of persons involved Mental activity Creative; analytical Mental activity Creative; analytical Mental activity Creative; analytical Administrative; persuasive Source discipline Economics Planning and control Planning dominant, but some control Time horizon Tends to be long Finds to be short End result Much less difficu		Characteristic	Strategic Planning	Management Control
Degree of structure Degree of structure Unstructed and irregular; each problem different	•	Focus of plans	On one aspect at a time	On whole organiza-
irregular; each problem different Nature of information		Complexities	Many variables	Less complex
information problem; more external and hisnal and predictive; less accurate curate Communication of information Purpose of estimates Show expected results Persons primarily staff and top involved management Large Number of persons involved Mental activity Creative; analytical Administrative; persuasive Source discipline Economics Social psychology Planning and control Planning dominant, but some control planning and cont Time horizon Tends to be long Tends to be short End result Policies and precedents Action within policies and precede Appraisal of the Extremely difficult Much less difficu		Degree of structure	irregular; each	Rhythmic; prescribed procedures
information Purpose of estimates Show expected results Lead to desired results Persons primarily Staff and top involved Number of persons involved Mental activity Creative; analytical Mental activity Creative; analytical Administrative; persuasive Source discipline Economics Social psychology Planning and control Planning dominant, but some control Time horizon Tends to be long Policies and precedents Action within policies and precede Appraisal of the Extremely difficult Much less difficu			problem; more exter- nal and predictive;	internal and his- torical; more ac-
Persons primarily involved Staff and top management Number of persons involved Mental activity Creative; analytical Mental activity Creative; analytical Administrative; persuasive Source discipline Economics Social psychology Planning and control Planning dominant, but some control Time horizon Tends to be long Policies and precedents Action within policies and precede Appraisal of the Extremely difficult Much less difficu			Relatively simple	Relatively difficult
involved management management Number of persons involved Mental activity Creative; analytical Administrative; persuasive Source discipline Economics Social psychology Planning and control Planning dominant, but some control planning and cont Time horizon Tends to be long Tends to be short End result Policies and precedents Action within policies and precede Appraisal of the Extremely difficult Much less difficu		Purpose of estimates	Show expected results	
involved Mental activity Creative; analytical Administrative; persuasive Source discipline Economics Planning and control Planning dominant, but some control Time horizon Tends to be long Policies and precedents Action within policies and precede Appraisal of the Extremely difficult Much less difficu				
Source discipline Economics Social psychology Planning and control Planning dominant, but some control planning and cont Time horizon Tends to be long Tends to be short End result Policies and precedents Action within policies and precede Appraisal of the Extremely difficult Much less difficu	٠.		Small	Large
Planning and control Planning dominant, but some control Time horizon End. result Policies and precedents Action within policies and precede Appraisal of the Extremely difficult Much less difficu		Mental activity	Creative; analytical	
but some control planning and cont Time horizon Tends to be long Tends to be short End result Policies and precedents Action within policies and precede Appraisal of the Extremely difficult Much less difficu		Source discipline	Economics	Social psychology
End result Policies and precedents Action within policies and precede Appraisal of the Extremely difficult Much less difficu		Planning and control		Emphasis on both planning and control
Appraisal of the Extremely difficult Much less difficu		Time horizon	Tends to be long	Tends to be short
		End. result	Policies and precedents	Action within pol- icies and precedents
			Extremely difficult	Muchaless difficult

SOME DISTINCTIONS BETWEEN MANAGEMENT CONTROL

AND OPERATIONAL CONTROL

Characteristics	Management Control	Operational Control
Focus of activity	Whole operation	Single task or transaction
Judgment	Relatively much; Subjective decisions	Relatively little; reliance on rules
Nature of structure	Psychological	Rational
Nature of information	Integrated; financial data throughout; approximately acceptable; future and historical	Tailormade to the operation; often non financial; precise; often in real time
Persons primarily involved	Management	Supervisors (or none
Mental Activity	Administrative; persuasive	Follow directions (or none)
Source discipline	Social physchology	Economics; physical
Time horizon	Weeks, months, years	Day-to-day
Type of costs	Managed	Engineered